



COMDTINST 5400.1
MAY 26 1997

COMMANDANT INSTRUCTION 5400.1

Subj: OBTAINING PERSONNEL RESOURCES TO MEET SURGE REQUIREMENTS

- Ref:
- (a) Integration of District Readiness and Reserve Division Functions into Other Staff Elements, COMDTINST 5400.21
 - (b) Policy for Plans to Integrate Reserve and Active Forces, COMDTINST 5310.2
 - (c) Coast Guard Manpower Mobilization and Support Plan, COMDTINST M3061.1
 - (d) Temporary Active Duty, COMDTINST 1330.1C
 - (e) Detail of Civilian Employees, COMDTINST 12300.7
 - (f) Auxiliary Operations Policy Manual, COMDTINST M16798.3D

1. PURPOSE. This instruction provides policy and procedural guidance for staffing short term/surge personnel requirements consistent with integration policies promulgated in references (a) and (b). These include but are not limited to temporary vacancies, emergency, seasonal, and special events. Guidance contained herein is not intended to supplant any mobilization mechanisms employed for large scale operations/ contingencies which may have national implications (e.g., military actions involving presidential recall of reservists).
2. ACTION. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of Headquarters units, assistant commandants for directorates, Chief Counsel, and special staff offices at Headquarters shall ensure compliance with the provisions of this instruction.
3. BACKGROUND. References (a) and (b) restructured the workforce and integrated all personnel resources, military and civilian, to support mission responses. Under Team Coast Guard, MLCs (pf) and Integrated Support Commands (pf) are the

designated brokers in staffing short term surges, contingencies, and special workforce requirements for units within their area of responsibility (AOR).

- a. The AOR for each ISC (pf) includes district, area, MLCs and headquarters units residing within the geographical boundaries serviced by the ISC.

4. PROCEDURAL GUIDANCE.

- a. Operational and support unit commanders who anticipate a contingency, operational surge or short-term need for which assigned personnel are insufficient, shall submit their requirements to their supporting ISC, and shall provide a copy to their immediate superior command/ operational commander and the appropriate MLC. Requests should include, at a minimum, the nature of the surge requirement, number and type of personnel needed, special skills required, and anticipated duration of the need.
- b. When active duty or inactive duty volunteers are desired and time permits, ISCs (pf) shall advertise requirements throughout their AOR via the appropriate media (e.g., messages, E-mail, World Wide Web posting, and ISC newsletters).
- c. In meeting the commander's requirement, the MLC/ISC (pf) organization shall review personnel sources within their AOR to determine optimal human resource mix (active, reserve, civilian or Auxiliary) and type of duty to best meet the surge requirement. Consideration should be given to mission impact, qualifications, costs, and availability. Reservists and auxiliarists may be used as primary surge response personnel or may backfill for deployed active duty members or TAD civilians. This equates to identifying the best qualified people at the most reasonable cost with the least impact on mission accomplishment.
- d. When personnel requirements exceed those which can be satisfied by units within the AOR, ISCs shall forward the requirements to the appropriate MLC (pf). MLCLANT (pf) or MLCPAC (pf), in coordination with the Area Commander, shall evaluate the request, coordinate with all other ISCs in their AOR, solicit/identify commands to meet the requirement and coordinate the filling of identified needs. Time permitting, the MLC shall advertise positions via the appropriate media. MLCs will work together to address shortfalls that exceed either's ability to staff alone. Involuntary recall of reservists shall require Secretarial approval.

- e. MLCs/ISCs (pf) have tasking authority for units within their AOR. When identifying surge forces, MLCs/ISCs (pf) shall work in close coordination with operational commanders of units that may be tasked to provide resources. Additionally, training centers and other headquarters support units are often staffed at a lower percentage of staffing than operational units; surge tasking shall not impact the strength of these units to the level that they are unable to meet their core mission requirements. This is particularly true for training centers where excessive surge tasking would prove to be counterproductive to meeting overall Coast Guard human resource requirements. MLCs/ISCs (pf) shall identify ratings and number of personnel required. MLCs/ISCs (pf) may solicit volunteers or identify specific units to provide personnel during surges. The operational commanders of units identified to provide surge personnel will select and direct personnel within their chain of command to fulfill requirements (e.g., two boatswain mates from Station Fort Lauderdale are identified as the most efficient human resource available to meet a surge requirement. The commanding officer of Station Fort Lauderdale will select and direct the individuals to meet the requirement.) Commanding officers should address appeals of ISC (pf) tasking to the appropriate area, MLC or district commander via their chain of command. Commandant (G-W), acting for Commandant (G-CCS), will resolve disputed tasking involving personnel from headquarters units.
- f. Reservists on active duty for special work – active component (ADSW-AC) (formerly TEMAC), active duty for training, or under voluntary or involuntary recall authority provide excellent force multipliers. Reservists may be identified as primary surge response personnel due to unique qualifications or local knowledge, or may backfill for deployed active duty members or TAD civilians. ISCs should comply with the following procedures when reservists are identified for force optimization purposes.
 - (1) Involuntary or voluntary recall. Surge requirements caused by serious natural or manmade catastrophes such as hurricanes, floods, or other events which significantly impact operations may involve recall of reservists under voluntary or involuntary authority. Procedures for recall are outlined in reference (c) and should be reviewed thoroughly by MLCs and ISCs to make proper use of this tool.
 - (2) Active Duty for Special Work - Active Component (ADSW-AC) (formerly TEMAC). ADSW-AC provides a means

for commands to employ inactive duty reservists on a voluntary basis. Restrictions on the use of ADSW-AC are outlined in reference (d). ADSW-AC FTE is provided by the appropriate program manager, or is the responsibility of the benefiting unit.

- (a) (a) For predictable, cyclical multi-year surge requirements (such as Summerstock), per reference (b), district commanders and local units shall submit requests for ADSW-AC days and funds to the appropriate headquarters program manager during the budget planning cycle. Commandant (G-WR-1) should be advised of all ADSW-AC requirements funded by non-Coast Guard sources (e.g., space shuttle operations funded by NASA) by 30 August each year.
 - (b) When ADSW-AC is required for special events (such as the Olympics), the requesting unit will submit its request through the chain of command to ensure AFC-30 funds and ADSW-AC days are available.
 - (c) For other short-term surge workload needs, commands must have or procure ADSW-AC days and dollars. District commanders and headquarters unit commanding officers may request their area commanders/Commandant to fund requirements not arising from normal operations.
- (3) Active Duty for Training (ADT). ADT is funded from AFC-90 and is intended to meet the reservist's current anniversary year training requirement. When a member applies for active duty other than that scheduled by his/her command, it is understood that the duty will be on a non-ADT basis unless permission to use ADT is given by the member's command.
- (4) Employment of members of the IRR. Interested IRR members shall be given equal opportunity for rate-related ADSW-AC assignments when equally qualified with SELRES candidates.
- (5) Orders covering multiple types of duty. In the event ADSW-AC orders for surge requirements satisfy the reservist's annual training requirement and include AFC 90 funds for that particular portion of the duty, ISCs shall ensure that the active command to which the reservist is assigned is consulted concerning the use of the member's ADT funds. When two types of funds are to be used, separate orders will be cut; one set of orders will cover the ADT portion; a second set will cover the ADSW-AC portion.

- g. Under certain circumstances the optimal surge force may include detail of civilian personnel or the use of civilian temporary hires. Considerations should include the nature of the assignment, required skills, and length of duty. When civilians are considered in the optimal surge force, ISCs (pf) should follow guidance set forth in reference (e) for detail of civilian employees. The civilian personnel Servicing Command Staff Advisor within the AOR should be consulted regarding temporary hires to ensure compliance with OPM regulations.
- h. The Coast Guard Auxiliary is a volunteer organization which promotes boating safety and also may be used to supplement forces for appropriate Coast Guard missions. Qualified Auxiliarists may be employed as crewmembers on any Coast Guard cutter or boat (except as coxswain unless otherwise designated in reference (f)); to train and assist in training Coast Guard personnel; as watchstanders at Marine Safety Offices, Groups, Station Operations or Communications Centers, as aviation resources, communications resources, and in any of the administrative, technical, and professional capacities in which Auxiliarists are qualified. Auxiliary operational facilities may be used to supplement Coast Guard cutter, boat, aviation and communication resources; to provide area familiarization and other mission related transportation for Coast Guard personnel; and for individual Auxiliary operational duty independent of other Coast Guard resources. When considering Auxiliarists as a part of optimal surge forces, ISCs (pf) should work closely with the Auxiliary branch of the District staff and comply with regulations set forth in reference (f), including the following:
 - (1) Auxiliarists cannot be given general police powers or direct law enforcement authority. They may, however, be assigned to missions that support Coast Guard law enforcement efforts.
 - (2) The use of Auxiliary resources outside policy as set forth by reference (f) must be coordinated through the Chief Director, Coast Guard Auxiliary.
 - (3) ISC (pf) tasking which includes Auxiliarists should be done in coordination with the unit commander requiring surge forces.
- i. Pay and allowances/per diem/travel costs. ISCs/MLCs shall ensure use of proper accounting procedures for pay and allowances, per diem, and travel costs for each surge event. Charges against AFC 01 for emergency involuntary and voluntary recall of reservists shall be used only when authorized per reference (c). Per diem, when authorized, will generally be charged against the unit's normal

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operating funds, except in the case of emergency voluntary or involuntary recalls. The requesting unit will coordinate funding with their district or area commander to ensure availability of sufficient funds and determine appropriate accounting data. In emergency situations, the affected unit shall coordinate funding requests with the appropriate district commander and/or ISC. Reference (c) describes procedures for charging travel/per diem for reservists under emergency voluntary or involuntary recall. Units may request a separate cost center from Commandant (G-CFM-2) in order to more accurately track costs of surge operations.

- j. Reimbursable costs for Auxiliarists. The Coast Guard reimburses Auxiliarists for certain authorized expenses for operational missions. Procedures described in chapter 2 of reference (f) should be followed for payment of appropriate reimbursable expenses.

/s/ W.C. CONNELL
Assistant Commandant for Human
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Office or Division	G-WTR-1	G-WTR	G-WT	G-SII	G-SLP	G-OCX	G-WP	G-WP	G-WR	G-WT CEA	G-CMC PO	G-CPA	G-W
Initials of Responsible Officer													
Intra-Office or Division Initial													
Date Out													